Office of Headquarters Operations
Functional Leadership Plan

Introduction

This document sets forth the NASA Office of Headquarters Operations Functional Leadership Plan within the framework, management principles and structure identified in the NASA Strategic Plan and the NASA Strategic Management Handbook. The Office of Headquarters Operations serves as the focal point on matters pertaining to the planning, execution and evaluation of Headquarters institutional management activities.

Code C Mission

- Provide core infrastructure and quality services to HQ
- Manage the institutional resources at HQ
- Serve as HQ Center Director for institutional matters while managing the day-to-day operations at HQ in support of NASA program roles and missions.
- Manage and control corporate general and administrative (G&A resources

Code C Core Values

- Serve as the single focus on matters pertaining to the planning, execution and evaluation of all Headquarters institutional management activities.
- Provide management and control of institutional resources to enable achievement of the NASA's goals in aeronautics and space – Corporate G&A.
- Interface with GSFC, under a MOU, for the following: Logistics and transportation, financial management and accounting services, contracts, grants and cooperative agreements, training and development, and unsolicited proposals received for review by HQ.

Code C Goals

Goal 1: Deliver highest value products and services to HQ customers.

Key Objectives:
- Position customer satisfaction within context of what they are "paying for"
- Customers understand key services and outcomes
- Customers feel they have some control
- Customers seek appropriate service staff
- Customers' needs are met in a timely manner

Metrics - Solicit input from our customers on:
- Customer satisfaction – even-handedness/fairness, responsiveness, quality (subjective)
- Performance – results measured against established service level standards
- Productivity – results measured against overall output/people – accounts for level of staffing

Key Strategies:
- Streamline/standardize processes with customers' participation
- Review workload and eliminate lowest priority/least value-added work
- Deploy Code C staff to highest value work
- Educate customers on processes
- Standardize and document responses for FAQ's and crisis calls
- Provide customer service training for staff
- Initiate Customer Service Award
- Market services and provide service directory to customers

Key Initiatives:
- Provide support to HQ for key NASA-wide initiatives:
  - IFM support, implementation and operation
  - ADR – reduce the number of EEO complaints
  - ODIN
  - Agency Health and Safety Initiative
  - Security Initiatives
  - PBC

- ISO
- Full Cost
- Learning Initiative

- Launch a "Back to Basics" initiative to improve Code C services
  - Expand and publish customer service standards
  - Reengineer processes (Year 1 – Accounting, ADR and Classification)

- Lead Code C Initiatives for HQ customers
  - HQ workforce revitalization (Year 1 – Code C pilot; Year 2 – plan TBD)
  - Consolidated Peer Review

Goal 2: Develop a competent, customer-oriented, productive workforce

Key Initiatives:
- Code C is recognized as a value-added partner/consultant/expert
- Improved performance

Metrics (Code C workforce trends tracked internally):
- <u>Staffing and Development</u>: Do we have the right number of people and mix of skills to deliver promised service levels? (Percentage of Code C employees that have the right skills to perform effectively)
- <u>Coverage:</u> Have we reduced the number of single points of failure to zero? (Percentage of Code C positions that have identified and trained backup)
- <u>Performance Management:</u> Do we have a majority of high performers? Are we dealing effectively with our non-performers? Are we seeing the right kind of movement in and out of Code C? Have we deployed people in an optimal way? (Percentage of Code C employees who are performing effectively on the job)

Key Strategies:
- Perform organizational assessment to determine staffing/skill requirements and workforce gaps
- Develop and implement comprehensive workforce strategy

Key Initiatives:
- Conduct organizational needs assessment and develop workforce strategy (corrective actions plans)
- Pilot Code C Intern Program (part of HQ workforce revitalization)

Goal 3: Provide strong leadership to implement and monitor corporate general and administrative (G&A) resources within full cost management

Key Results:
- Full buy-in and implementation of corporate G&A approach
- Fully functioning and capable organizational entities in place (HQ PMC, Code C staff, etc)

Metrics (Series of Key Questions for Customers):
- Are we managing G&A in a fair and equitable way?
- Are we "squeezing" G&A to the absolute minimum, i.e., are we getting the full value?
- Is corporate G&A going up or down? Is it going in the "desired" direction?
- Are we managing within the prescribed annual allocation?
- Can we "account for" the way we spend G&A?

Key Strategies:
- Utilize cross-organizational team to design corporate G&A process and build implementation plan
- Clarify key roles and responsibilities
- Staff the organization
- Document key processes and agreements
- Roll-out and transition to new business processes

Key Initiative:
- Establish corporate G&A office/capability

An Action Plan for each Goal is attached.

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Associate Administrator for
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Associate Deputy Administrator

OFFICE OF HEADQUARTERS   OPERATIONS
FUNCTIONAL   LEADERSHIP
ACTION PLAN

GOAL 1: Deliver highest value products and services to HQ customers.

GOAL 2: Develop a competent, customer-oriented, productive workforce

GOAL 3: Provide strong leadership to implement and monitor corporate G&A within full cost management